

# UMHLABUYALINGANA MUNICIPALITY



**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**(S D B I P)**

**2011/2012 BUDGET YEAR**

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## Introduction

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:

“A detailed plan approved by the mayor of a municipality in terms of section 53

(1)© (ii) For implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) Projections for each monthly of-
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June).

However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the

community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manger and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnership, service contracts and the like.

### **The SDBIP concept**

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as a SDBIP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information ((for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councilors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipal within the financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council; it is however tabled before council and made public for information and for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in the service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustment budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor of municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

### **Timing and Methodology for Preparation of the SDBIP**

Section 69 (3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of the section 57 (1)(b) of the municipal Systems Act. The mayor in accordance with section 53(1) (c) (ii) of the MFMA.

These are legal requirements and deadlines limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such departmental of draft SDBIP by mid-March. It should be noted that it is up to the municipality to determine extra detail, ad whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP on less than 7 days after the council approves the budget. Legally, to take into account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to

the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

Monthly Projections of Revenue by Source	
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[illegible]

## SACHFLOW BUDGET 2011

	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Bank balance	-	45,209,468	37,676,024	25,114,480	19,323,027	35,764,579	24,168,755	12,853,040	10,404,109	16,902,397	9,736,279	5,154,461	-
<b>SOURCES INFLOW</b>													
Property Rates	85,815	85,815	85,815	85,815	85,815	85,815	85,815	85,815	85,815	85,815	85,815	85,815	1,029,784
Traffic Fines	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	160,000
Licensing	124,722	124,722	124,722	124,722	124,722	124,722	124,722	124,722	124,722	124,722	124,722	124,722	1,496,662
Operational Grants and Subsidies	19,188,700	2,240,000	-	1,513,000	18,032,700	-	-	-	14,904,600	-	-	-	55,879,000
Capital Grants	31,537,186	800,000	950,000	5,800,000	10,754,000	3,200,000	-	4,580,000	1,974,000	-	-	-	59,595,186
Rental Income	3,437	3,437	3,437	3,437	3,437	3,437	3,437	3,437	3,437	3,437	3,437	3,437	41,248
Interest on Investments	-	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	65,835	790,023
Other income	-	4,000	-	4,000	-	3,500	-	3,500	-	-	-	-	15,000
<b>TOTAL INFLOW</b>	<b>50,953,194</b>	<b>3,337,143</b>	<b>1,243,143</b>	<b>7,610,143</b>	<b>29,079,843</b>	<b>3,496,643</b>	<b>293,143</b>	<b>4,876,643</b>	<b>17,171,743</b>	<b>293,143</b>	<b>293,143</b>	<b>293,143</b>	<b>119,006,903</b>
<b>CASH OUTFLOW</b>													
Salaries, wages & allowances	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	1,639,268	19,671,214
Capital Expenditure	2,584,600	4,914,450	10,522,226	10,146,635	9,313,330	9,121,330	8,341,398	4,075,613	7,315,995	4,191,800	1,600,000	1,000,000	73,127,377
Repairs and Maintenance	23,830	228,830	81,330	53,830	123,830	243,830	66,330	48,830	156,330	66,330	73,830	68,830	1,235,955
Other general Expenses	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	1,496,028	17,952,339
Investment made	-	2,526,176	-	-	-	2,526,176	-	-	-	-	-	-	5,052,352
<b>TOTAL OUTFLOW</b>	<b>5,743,726</b>	<b>10,804,752</b>	<b>13,738,852</b>	<b>13,335,761</b>	<b>12,572,456</b>	<b>15,026,632</b>	<b>11,543,023</b>	<b>7,259,738</b>	<b>10,607,621</b>	<b>7,393,426</b>	<b>4,809,126</b>	<b>4,204,126</b>	<b>117,039,237</b>
Bank balance	45,209,468	37,676,024	25,114,480	19,323,027	35,764,579	24,168,755	12,853,040	10,404,109	16,902,397	9,736,279	5,154,461	1,177,643	1,967,666



CAPITAL ESTIMATES - CASHFLOW
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SUMMARY	WARD	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
<b>COMMUNITY &amp; SOCIAL SERVICES</b>														
Savillian Camera			120,000											120,000
<b>TECHNICALSERVICES</b>														-
Mahlakwe Community Hall	Ward 02	-	-	-	220,000	-	-	-	-	-	-	-	-	220,000
Bhakabantu Community Hall	Ward 09	-	277,011	-	-	277,011	-	-	277,011	-	-	-	-	831,033
Masibambisane Community Market	Ward 10	-	-	273,449	-	-	-	-	-	-	-	-	-	273,449
Testing Station	Ward 03	750,000	750,000	750,000	750,000	750,000	750,000	-	-	-	-	-	-	4,500,000
Mbazwana Road	Ward 03	674,152	674,152	674,152	674,152	674,152	674,152	674,152	674,152	674,152	674,152	674,152	674,152	7,415,675
Council Chamber	Ward 04	909,091	909,091	909,091	909,091	909,091	909,091	909,091	909,091	909,091	909,091	909,091	-	10,000,000
National electrification	Ward 13,14&15	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	1,416,667	17,000,000
Backup Engine	Ward 04	-	-	500,000	-	-	-	-	-	-	-	-	-	500,000
Small Town Rehabilitation	Ward 1,4 & 17	444,444	444,444	444,444	444,444	444,444	444,444	444,444	444,444	444,444	-	-	-	4,000,000
Off Road parking	Ward 17	-	-	-	-	-	360,000	360,000	360,000	360,000	360,000	-	-	1,800,000
Manaba Sport Grounds new	Ward 15	-	250,000	-	378,000	435,000		378,000	135,000			359,250		1,935,250
Manaba Sport Grounds old	Ward 15						224,040							224,040
Sport Refurbishment	Ward 01 & 03				175,400			385,000	137,500	220,000		257,500		1,175,400
Urban Development	Ward 02	307,000		105,195					142,500		352,500			907,195
Corridor Development	Ward 08			182,300			182,300							364,600
Manguzi Roads	Ward 01& 17	640,609	640,609	640,609	640,609	640,609	640,609	640,609	640,609	640,609	640,609	640,609		7,046,701
Thandizwe Road	Ward 12	727,303	727,303	727,303	727,303	727,303	727,303	727,303	727,303	727,303	727,303	727,303		8,000,338
Mbazwana Dumpsite Road	Ward 02				237,000			509,000	220,000	330,000		213,696		1,509,696
Fencing of Municipal Dumpsites	Ward 02,12 &6		530,000	150,000		2,040,000		330,000	450,000		500,000			4,000,000
Library Guardhouse	Ward 04					50,000								50,000
Library Parking	Ward 04				100,000									100,000
<b>FINANCE</b>														-
Computers				25,000			25,000			50,000				100,000
Furniture & Equipment						167,000				167,000				334,000
Vehicle: Traffic,Pool car,Mayor		520,000	200,000											720,000
														-
														-
														-
	-	6,389,267	6,939,278	6,798,211	6,672,667	8,531,278	6,353,607	6,774,267	6,534,278	5,939,267	5,580,322	5,198,268	2,090,819	73,127,377

Monthly Projections of Revenue & Expenditure by Vote
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	July			August			September			October			November			December		
	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00
<b>Expenditure and Revenue by Vote</b>																		
<b>Department - Executive and Council</b>																		
Vote: Council	598,382	-	-	598,382	-	-	600,882	-	-	598,382	-	-	598,382	-	-	600,882	-	-
Vote: Management	159,973	-	17,388,700	259,973	-	-	634,834	-	-	343,121	-	-	771,269	-	17,388,700	740,549	-	-
<b>Department - Finance</b>																		
Vote: Budget and Treasury Office	574,564	520,000	155,088	399,564	200,000	2,395,088	647,202	525,000	158,838	474,564	-	155,088	579,564	167,000	155,088	465,818	25,000	158,838
<b>Department - Corporate Services</b>																		
Vote: Administration and HR	567,767	-	-	1,202,449	-	-	680,782	-	-	462,449	-	-	515,782	-	-	704,478	-	-
<b>Department - Planning &amp; Development</b>																		
Vote: Technical Services	189,564	2,064,600	33,474,372	789,564	4,594,450	-	859,564	9,497,226	300,000	232,064	9,546,635	-	672,064	8,596,330	21,196,000	1,071,918	8,596,330	-
<b>Department - Community Services</b>																		
Vote: Community & Social Services	428,042	-	-	548,042	-	-	235,542	-	-	328,042	-	-	528,042	-	-	316,564	-	-
Vote: Library	105,064	-	-	141,564	-	-	117,564	-	-	105,064	100,000	1,513,000	105,064	50,000	-	163,144	-	-
Vote: Traffic Department	98,602	-	138,055	328,602	120,000	138,055	178,602	-	138,055	118,602	-	138,055	148,602	-	138,055	131,558	138,055	-
<b>Department - LED</b>																		
Vote: LED	56,795	-	-	46,795	-	-	559,295	500,000	-	456,795	500,000	-	446,795	500,000	-	79,149	500,000	-
<b>Total By Vote</b>	<b>2,778,752</b>	<b>2,584,600</b>	<b>51,156,215</b>	<b>4,314,935</b>	<b>4,914,450</b>	<b>2,533,143</b>	<b>4,514,267</b>	<b>10,522,226</b>	<b>596,893</b>	<b>3,119,083</b>	<b>10,146,635</b>	<b>1,806,143</b>	<b>4,365,564</b>	<b>9,313,330</b>	<b>38,877,843</b>	<b>4,274,060</b>	<b>9,259,385</b>	<b>158,838</b>

Monthly Projections of Revenue & Expenditure by Vote
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	January			February			March			April			May			June		
	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00
<b>Expenditure and Revenue by Vote</b>																		
<b>Department - Municipal Managers Office</b>																		
Vote: Council	598,382	-	-	598,382	-	-	600,882	-	-	598,382	-	-	600,882	-	-	598,382	-	-
Vote: Management	305,760	-	-	159,973	-	-	297,473	-	14,904,600	504,973	-	-	159,973	-	-	567,401	-	-
<b>Department - Finance</b>																		
Vote: Budget and Treasury Office	824,564	-	155,088	399,564	-	155,088	477,202	217,000	158,838	374,564	-	155,088	399,564	-	155,088	465,818	-	158,838
<b>Department - Corporate Services</b>																		
Vote: Administration & HR	545,782	-	-	497,449	-	-	620,782	-	-	462,449	-	-	490,782	-	-	524,478	-	-
<b>Department - Technical</b>																		
Vote: Planning & Development	219,564	7,841,398	-	197,064	3,575,613	-	547,064	5,998,995	19,908,000	319,564	3,091,800	-	222,064	1,000,000	-	309,418	1,000,000	-
<b>Department - Community Services</b>																		
Vote: Community & Social Services	278,042	-	-	228,042	-	-	235,542	-	-	228,042	-	-	228,042	-	-	316,564	-	-
Vote: Library	117,564	-	-	129,064	-	-	130,064	-	-	117,564	-	-	121,564	-	-	150,644	-	-
Vote: Traffic	98,602	-	138,055	148,602	-	138,055	118,602	-	138,055	98,602	-	138,055	98,602	-	138,055	131,558	-	138,055
<b>Department - LED</b>																		
Vote: LED	556,795	500,000	-	56,795	500,000	-	49,295	1,100,000	-	56,795	1,100,000	-	56,795	600,000	-	69,149	-	-
<b>Total By Vote</b>	<b>3,545,055</b>	<b>8,341,398</b>	<b>293,143</b>	<b>2,414,935</b>	<b>4,075,613</b>	<b>293,143</b>	<b>3,076,906</b>	<b>7,315,995</b>	<b>35,109,493</b>	<b>2,760,935</b>	<b>4,191,800</b>	<b>293,143</b>	<b>2,378,268</b>	<b>1,600,000</b>	<b>293,143</b>	<b>3,133,411</b>	<b>1,000,000</b>	<b>296,893</b>

<b>Quarterly Projections for Service Delivery Targets and other Performance Indicators</b>
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Vote / Indicator	Unit of Measurement	Annual Target	Budget	Quarter Ending September 2011		Quarter Ending December 2011		Quarter Ending March 2012		Quarter Ending June 2012		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>Department - Municipal Managers Office</b>												
<b><u>KPA: Municipal Financial Viability and Management</u></b>												
<b><u>Vote: Executive and Council</u></b>												
<b><u>1. Mayoral Office</u></b>												
Report on implementation of budget	Submit quarterly report to Council	4		1		1		1		1		
Performance indicators in S D B I P	Made Public in July 2011	1		1								
Performance agreements in S D B I P	Made Public in July 2011	1		1								
Time schedule of key deadlines for budget & IDP Process 2012/2013	Tabled in August 2011	1		1								
Mid year performance assessment report	Tabled in January 2012	1						1				
Adjustment budget	Tabled in January 2012	1						1				
Annual Report	Tabled in January 2012	1						1				
Draft budget, revisions to IDP, resolutions and other related documents	Tabled in March 2012	1						1				
Issues raised in Auditors-General report	Addressed in March 2012	1						1				
Consultation on draft budget	No. of Meetings in April 2012	4									4	
Responds to submission of community	Amends budget in May 2012	1									1	
Service Delivery and Budget Implementation Plan for 2012/2013	Approve in May 2012	1									1	
<b><u>2. Municipal Manager's Office</u></b>												
Monthly budget statements to Mayor and PT	No. of statements	12		3		3		3		3		
Monthly budget statements and mid-year budget and performance assessment	Consolidate in July 2011	1		1								
Consolidated report of withdrawals	Table the report quarterly	4		1		1		1		1		
Report to council on expenditure incurred on staff salaries, wages, allowances and benefits	Submit the report quarterly to Council	4		1		1		1		1		
Time schedule of key deadlines for budget and IDP process for 2012/2013	Made Public in August 2011	1		1								
Annual financial statements to Auditor- General	Submit end of August 2011	1		1								
IDP consultation processes	Starts in August 2011	17		8		9						
Internal strategic Consultation processes	Begin in September 2011	6		3				3				
Engages with national and provincial sector depts on sector specific programmes for alignment with IDP	Begin in September 2011	4		1		1		1		1		
Impact of different service delivery levels on rates & tariffs	Inform community in October 2011	1										

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b><u>Municipal Manager (continued)</u></b>												
Mid year performance assessment report to Mayor, NT and PT	Submit in January 2012	1						1				
Annual report	Made Public in March 2012	1						1				

Annual report to AG, PT and COGTA	Submit in January 2012	1					1				
National & Provincial allocations DORA	Review in February 2012	1					1				
Draft budget and plans for next 3 years to Mayor	Submit in February 2012	1					1				
Oversight report of annual report	Made public in March 2012	1					1				
Table Draft Budget and Budget Related Policies to council	Tabled in March 2012	1					1				
Draft SDBIP and annual performance agreement to Mayor for 2012/2013	Submit in May 2012	1							1		
Approved SDBIP to National Treasury 2012/2013	Submit in June 2012	1							1		
<b><u>KPA: Municipal transformation and organizational development</u></b>											
<b><u>Municipal Manager</u></b>											
Communication Plan	No of Staff meetings	12		3		3		3		3	
	No of EXCO Meetings	12		3		3		3		3	
	No of Council Meetings	4		1		1		1		1	
	No of departmental meetings	12		3		3		3		3	
	No of MANCO meetings	84									
	No of meetings	4									
IDP Steering committee meetings	Completed by June 2012	100%	400,000	25%		25%		45%		5%	
New IDP	No of agreements signed by July 2012	3		3							
Performance agreements of section 57 managers signed	Submitted in January 2012	1						1			
Mid year performance report	Submitted in January 2012	1						1			
Annual Performance report 2010/2011	No of valuations	4		1		1		1		1	
Quarterly performance evaluation of section 57 managers	Completed by May 2012	100%									
Alignment of IDP, Budget and SDBIP	No of councillors trainees	34									
Training and Workshops for councillors	Rand value of trainings		400,000								
<b><u>KPA: Local Economic Development</u></b>											
Local economic development projects	No of projects completed by JUNE 2012	1									
	Rand value of the projects		2,000,000								
Capacity Building initiatives	No of initiatives										
	No of people to be trained or capacited										
<b><u>KPA: Good Governance and public participation</u></b>											
Involvement of ward committees & CDW's in the IDP process	No of Ward held committee meetings (IDP)	17	400,000	8		9					
IDP & Budget Roadshows 2012/2013	No of roadshows to be conducted	0									
IDP Representative forums	No of representative forum meetings	4		1		1		1		1	
Risk assessment plan	To be attended by MM & CFO										
Internal Audits	No of audits to be performed & rand value	2	700,000			1				1	
Audit committee	No of audit committee meetings & Rand value	4	250,000								
External Audit	No of audits to be performed & rand value	1	915,740			1					
<b><u>KPA: Spatial Consideration</u></b>											
Land use Management	Completed by March 2012	100%	500,000								
Spatial Development Framework	Completed by December 2011	100%	300,000								
<b><u>KPA: Basic Service Delivery and Infrastructure</u></b>											
Mayoral Vehicle	Delivered in July or August 2011	100%	500,000								

[illegible]

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### Quarterly Projections for Service Delivery Targets and other Performance Indicators

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>Department - Financial Services</b>												
<b>(Chief Financial Officer)</b>												
<b><u>1. Vote: Finance &amp; Administration</u></b>												
<b><u>1.1 Budget &amp; Reporting</u></b>												
Compilation of financial statements in terms of MFMA	Submitted to Auditor General by 31 August 2011	1										
Time schedule of deadlines for 2011/2012 budget	Submitted in August 2011 to NT & PT	1		1								
Communication Plan	No. of departmental staff meetings	12		3		3		3		3		
	No. of portfolio meetings	12		3		3		3		3		
	No of MANCO meetings	84		21		21		21		21		
Monthly Budget Statements	No. of Statement	12										
Implementation of budget 2011/2012	No. of Reports	4		1		1		1		1		
Consolidate & prepare proposed 2011/2012 budget adjustment	Started in December 2011	1				1						
Mid year budget statement ( section 72 of MFMA)	Tabled in January 2012	1						1				
Adjustment budget for 20111/2012	Tabled in January 2012	1						1				
Budget related policies		1						1				
Condilliate and prepare Draft Budget for 2012/2013	Tabled in March 2012	1						1				
Draft S D B I P for 2012/2013	Tabled in March 2012	1						1				
Change in Budget related policies	Finilised in March 2012											
Align municipal Budget with IDP	Alignment in March 2012											
Primary banking account detail to PT, NT & Auditor General	Submitted in June 2012	1									1	
Draft 2012/2013 budget to NT (3 copies)	Submmited in April 2012	1									1	
Final Budget 2012/2013	Approved in May 2012	1									1	
Final S D B I P for 2012/2013	Approved in May 2012	1									1	
Final S D B I P for 2012/2013 submission to NT & PT	Submitted in June 2012	1									1	
Final Budget 2012/2013 submission to NT & PT	Submitted in June 2012	1									1	
Interns	Appointment of interns	2										
<b><u>1.2 Revenue</u></b>												
Reports on credit control, Debts collection and indigent management to Finance portfolio	No. of reports	12		3		3		3		3		
Meetings with council attorney to discuss progress on handover debtors	No. of meetings	4		1		1		1		1		
Steering committee meeting to monitor progress second round valuations	No. of meetings	12		3		3		3		3		



<b>Computers</b>	Three computers delivered in July 2011	100%	20,000									
<b>Popt vehicle</b>	One vehicle delivered in August 2011	100%										
<b>2. Fire Fighting</b>												
Fire awareness campaigns	No of fire awareness compaigns	2										
Fire prevention training (volunteers)	No of trainings conducted	1										
Any equipments to be purchased for this dept?		100%										
Medical Rescue equipment		??										
<b>3 Road Transport</b>												
<b>Testing ground</b>	Completed in September 2011	100%										
Examination of vehicles	No of vehicles to be tested											
Drivers license: Bookings	No of bookings	1800						900			900	
: Passed	No of passes											
Leaners licenses: Bookings	No of bookings	3960	990		990			990			990	
: Passed	No of passes											
<b>2. Vote: Waste Management</b>												
<b>KPA: Municipal Financial Viability and Management</b>												
Compilation of minutes and agendas	No of minutes and agendas	12	3		3			3			3	
Draft Departmental Budget proposals 2012/2013	Submitted to Finance in January 2012	1						1				
Draft SDBIP 2012/2013	Submitted in February 2012	1						1				
Final SDBIP 2012/2013	Submitted in May 2012	1									1	
Complaints and enquiries (waste collection)	No of replies	??										
<b>KPA: Municipal Transformation and Institutional Development</b>												
Communication plan	No of portfolio meetings											
	No of departmental meetings	12	3		3			3			3	
	No of MANCO meetings	84	21		21			21			21	
	No of Site meetings (Mbawana, Manguzi, Skhemelele)											
<b>KPA: Basic Service Delivery and infrastruture</b>												
Refuse Removal: Refuse Bags	Delivered in	100%	150,000									
: Safety Clothes	Delivered in	100%	80,000									
: Rakes	Delivered in	100%	70,000									
Municipal Facilities: Sports grounds	No of sports grounds to be maintained	??	??									
: parkhomes	Is this the correct department		??									
: Buildings			??									
Special programmes	Coordinate and support disability programmes	0										
Waste management campaign	No of campaigns	3	50,000	1	1			1				
Sports development	No of events if any											
<b>3. Vote Library Services</b>												
<b>KPA: Municipal Financial Viability and Management</b>												
Compilation of minutes and agendas	No of agendas and minutes	12										
Enquiries and complaints	No of replies	100%										
Draft Budget proposals for 2012/2013	Submitted in finance by January 2012	1										
Draft SDBIP 2012/2013	Submitted in finance by February 2012	1										
<b>KPA: Municipal transformation and institutional development</b>												
Communication Plan	No of MANCO meetings	84										
	No of departmental meetings	12	3		3			3			3	





Draft Intergrated Development Plan	Approval by March 2012	1						
Final Intergrated Development Plan	Approval by June 2012	1						
Draft budget 2012/2013 proposals	Submit to finance in January 2012	1						
Draft SDBIP for 2011/12	Submit in February 2012	1						
<b>Communication Plan</b>	No. Of EXCO meetings	12	3	3	3	3		
	No. of portfolio Meetings	12	3	3	3	3		
	No. Of MANCO Meetings	84	21	21	21	21		
	No. Of Departmental strategising meetings	12	3	3	3	3		
	No. Of IDP Steering committee meetings	4	1	1	1	1		
	No. of IDP representative forum meetings	4	1	1	1	1		
	No. of IDP ward consultative meetings (1 meeting per ward)	17	8	9				
Land Use Management	Completed in March 2012	1			1			
SDF	Completed in December 2011	1		1				
<b>Vote: Infrastruture</b>								
Municipal Access roads: Thandizwe Road	No of km's completed by June 2012	4.8						
: Mbazwana Dumpsite Road	No of km's completed by June 2012	2.5						
: Manguzi Road	No of km's completed by June 2012	2.04						
Intergrated Electrification: Manaba	No of households connected to electricity by June 2012	192						
Other infrastruture: Fencing of Landfill sites	No of hectors to be fenced and completed by June 2012	???						
Sports Grounds: Manaba	Completed by June 2012	100%						
<b>Vote: Other municipal assets</b>								
Mayoral Vehicle	Delivered in July or August 2011	100%						
Furniuture and equipoment: Council Chamber	Delivered by June 2012	100%						

## **VISION**

**We want to see ourselves as the most democratic and developmental municipality  
in South Africa that will enhance socio-economic growth for all people**

## **MISSION**

**“To create an enabling environment and sustainable development which promotes  
equality and, freedom, poverty reduction and quality of life for our communities”**

## **OUR CORE VALUES**

Integrity  
Quality Service  
Good Governance  
Benchmarking  
Leadership  
Honesty  
Commitment  
Interpersonal Skills  
Responsibility  
Accountability  
Transparency  
Learning  
Dialogue and Diversity  
Professionalism Partnership  
Consultation/Participation